DOCUMENT RESUME

ED 047 156 VT 012 621

AUTHOR	Kassel, Myrna Bordelon
TITLE	The First Year. Human Services Manpower Career Center. July 1, 1969-June 20, 1970.
INSTITUTION	Illinois State Dept. of Labor, Chicago, Ill. Human Services Manpower Career Center.
SPONS AGENCY	Manpower Administration (DOL), Washington, D.C.
PUB DATE	70
NOTE	43p.
EDRS PRICE	EDRS Price MF-$0.65 HC-$3.29
DESCRIPTORS	*Culturally Disadvantaged, *Demonstration Programs, *Human Services, *Inner City, *Manpower Development, Manpower Needs, Manpower Utilization, Occupational Mobility

ABSTRACT

This special research and development project was funded by the U.S. Department of Labor to: (1) serve as an information clearinghouse and develop planning procedures for manpower agencies, (2) improve career opportunities for workers in the human services occupations, and (3) strengthen the U.S. Employment Service capabilities in the human services field. This report outlines the results of the first year, lists activities and projects of the Center, describes the community needs to which the Center responds, and shows the project's interrelationships with other state and national agencies. (BH)

ED0 47156

HUMAN SERVICES MANPOWER CAREER CENTER

THE FIRST YEAR

State of Illinois
Richard B. Ogilvie, Governor

Illinois Department of Labor, Bureau of Employment Security
John M. Linton, Administrator

Human Services Manpower Career Center
Myrna Bordelon Kassel, Ph. D., Director
201 North Wells Street
Chicago, Illinois 60604
Telephone: 726-3258

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

This report on a special manpower project was prepared under a contract with the Manpower Administration, U.S. Department of Labor, under the authority of the Manpower Development and Training Act. Organizations undertaking such projects under the Government sponsorship are encouraged to express their own judgment freely. Therefore, points of view or opinions stated in this document do not necessarily represent the official position or policy of the Department of Labor.

the first year

A report of the work of the Human Services Manpower Career Center from July 1, 1969 to June 30, 1970, prepared by Myrna Bordelon Kassel PhD., Director, with the assistance of the Center staff.

For our many friends
and colleagues,
but especially for,
Samuel C. Bernstein
and
Harold M. Visotsky M.D.
who first agreed that it was an excelient idea
to try out and then proceeded to establish
the Human Services Manpower Career Center.

table of contents

INTRODUCTION

I THIS IS THE CENTER 7
II OUTCOMES AT THE END OF THE BEGINNING 9
III THIS IS THE YEAR THAT WAS 13
IV THE COMMUNITY NEEDS 14
V PROJECTS OF THE CENTER 16
VI WORK WITHIN THE BUREAU OF EMPLOYMENT SECURITY 22
VII AGENCY-CENTER RELATIONSHIPS 23
VIII CALENDAR OF EVENTS 24
IX PROJECTIONS 29

APPENDIX

I STAFF OF THE CENTER 30
II CONSULTANTS TO THE CENTER 32
III LIST AND SCALE OF AGENCY-CENTER RELATIONSHIPS 34

INTRODUCTION

This is a report of the first year of work of the Human Services Manpower Career Center. The report is addressed to several audiences who may be interested in knowing something about our beginning efforts.

There is the home audience which includes the staff of the Illinois Bureau of Employment Security, the prime sponsor of the Center, and the Illinois Department of Mental Health which in July of 1969 assigned me to the task of setting up and directing this pilot project. There are the 163 agencies and organizations who have participated in or made use of our services this year. Finally, there are the many others within the Illinois and Chicago Metropolitan community whom we see as potential members of the inter-agency partnership that gives lifeblood to an effort such as this.

A summary and review of our first year is also responsive to the requirements set forth by the Office of Research and Development of the Manpower Administration of the United States Department of Labor, the agency that provides funds to support the Center. The Manpower Administration asks us not only to account for ourselves but to share what we are doing and learning with other State Employment Services and manpower agencies throughout the country.

We have tried here to report this first year in such a manner as to have satisfied the wide-ranging interests of this diverse readership.

SECTION

this is the center

origins

The Human Services Manpower Career Center came into existence on July 1, 1969 as a special research and development project funded by the United States Department of Labor. The Center is located within the Illinois Bureau of Employment Security under the direct supervision of the Employment Security Administrator.

The Center is therefore part of the apparatus of Illinois State government. Its primary State agency co-sponsors are the Department of Labor and the Department of Mental Health. Its charge is to focus its efforts on the Chicago Metropolitan area. It is one of the strengths of the Center that it is able to work within and across many levels and jurisdictions of government.

The original impetus for the Center came from the Illinois Department of Mental Health in the late months of 1968 as it moved to expand its community-based mental health programs. It was clear to the Department that the success of these efforts depended heavily on the capability of many kinds of local agencies and organizations to assume large new responsibilities for the planning and administration of their community mental health services. One of the critical gaps in this effort was seen to be the acute scarcity of trained manpower in the human services.

It was appropriate to bring this problem to the Illinois Bureau of Employment Security, the agency directly engaged in manpower development and training for the State. The Employment Security Administrator responded in January, 1969 by appointing an inter-agency Planning Group of fifteen persons to explore the possibilities for developing a program to recruit, train and utilize new manpower for the human services.

Four months later this group organized a Partnership in Planning Conference which brought together 104 persons representing 56 agencies. The purpose of this meeting was to sound out the need and to explore the commitment of these persons to the concept of inter-agency planning and program coordination for human services manpower in the Chicago Metropolitan area. What took place at that meeting reinforced the decision of the Administrator to seek funds for the establishment of a Human Services Manpower Career Center.

objectives

The United States Department of Labor responded by awarding a $50,000 grant to support the planning and development of a Center designed to:

- serve as an information clearinghouse for community manpower groups working on various aspects of human services manpower development;
- identify and assist local and national agencies in their efforts to develop manpower planning procedures, design new job classifications, upgrade salaries and broaden career opportunities for workers in the human services occupations;
- provide machinery for collaborative planning, research and program implementation in the human services field; and
- strengthen Employment Service capability for job analysis, job development, the counselling and placement of human services manpower.

In March, as the Center moved from planning into active operations, a $40,000 supplementary grant was awarded to the Center for the balance of the fiscal year. In June, 1970 the Manpower Administration announced its decision to issue a contract to the Center for a second year of operation in the amount of $204,033.

the human services industry

The Center's prime interest is in the human services industry, one of the major growth sectors of the American economy in this latter half of the twentieth century.

We define human services programs as those whose major reason for being is to provide services designed to enhance the well-being, health and personal development of each individual in the social system. While data and things may be essential, a human services program is one in which people to people inter-actions constitute the basic unit of transaction between the staff and the client.

For our purposes, we have classified the human services into three broad categories:

The first category includes services to the person in his role as a citizen-consumer. Programs in this area focus mainly on community safety, protection and development. They are most often what we might describe as background services, in that they are or should be dispensed to persons as a basic commitment the community makes to all of its constituents. These programs involve the design and management of the physical and social environment. They include such services as police and fire protection, environmental design and control, consumer protection, social planning and development and the enforcement of human and civil rights. We hope to see family income maintenance programs placed within this group of services in the coming years.

In the second category we place services to the person in his status as a functioning bio-organism. Programs in this area provide health and medical care services to the individual. They therefore involve a wide variety of services ranging from ambulatory to extended health care, technical and supportive services of a diagnostic or therapeutic nature and public health programs directed toward individual clients.

The third category is comprised of those human services to the person that affect his growth and development as a unique human being. The social purpose of these programs is to strengthen the competency of the individual to satisfy his own needs and to respond approriately to the needs of others with whom he is related as parent, marriage partner, child, sibling, employee, friend or colleague. Here individual client differences are particularly vital and the personal response of those providing the service is often the essence of what is required to encourage the desired behavioral outcome. These services include education, vocational counselling and placement, personal guidance, mental health, cultural development, rehabilitation, corrections and other social restoration programs.

When we bring these three categories of human services together, what emerges is a concept of the total person and his entire spectrum of need as a consumer of human services.

We find this a more satisfactory and humanistic frame of reference for the analysis of human services systems and occupations than those which classify programs in terms of the territorial claims of specific professional disciplines, the age characteristics or problems presented by various client groups or the particular technology a human services worker may use in his intervention with a client.

As the Center proceeds to elaborate this conceptual framework, one of the products will be a comprehensive inventory of all of the human services occupations which presently exist and are emerging. In this process we believe we will be able to demonstrate that the traditional habits of boundary-setting which have shaped the present organization of our human services can be modified with considerable benefit to clients, workers, employers, educators and taxpayers. What we are seeking is a conceptual model that begins to provide the basis for organizing a more rational human services delivery system, one that is based upon the needs of the whole person as he exists and functions in his total environment.

staff of the center

In selecting staff for the Center we have sought persons who are not only professionally equipped to do what is essentially a ground-breaking job but who also share a commitment to the values and purposes of the Center. While each staff person carries a specific set of work assignments, he is also expected to provide assistance to other projects and colleagues. In this fashion we hope to develop ourselves as a staff of human services generalists who can be adaptive to changing program needs and priorities.

Finally, we have sought to express in the composition of Center staff our firm conviction that a human services agency in a community such as ours can benefit greatly from having a staff in which persons of diverse ages, sex, ethnic background, training and experience have the opportunity to contribute their special insights to one another and the work to be done.

SECTION II

outcomes at the end of the beginning

We will begin with an overview of our first year's work. As the report proceeds, we will move to increasingly detailed information about the specific operations of the Center.

the scene in illinois

We believe that in Illinois unique possibilities presently exist for achieving in the human services what has not yet been accomplished elsewhere. Despite the historic political problems that affect the relationships between State and City, town and country, suburb and metropolis and, notwithstanding the changes we have undergone in State administration, a momentum has been developed and sustained in recent years to set the stage for significant change.

The action of the Civil Service Commission in December 1969 to approve a new career ladder in the Department of Mental Health has provided a major breakthrough. This was the first official action by any State to incorporate in one sector of the human services all of the basic principles and standards that have emerged from experiences throughout the country in New Careers programs. The series, for example:

1. Provides the Department with entry level openings for new workers at every educational level from high school equivalency, rather than high school completion, through the Master's Degree;

2. Makes it possible for incumbent employees to move upward from within on the basis of successful completion of in-service training, work experience and job performance, rather than only through formal academic training;

3. Sets up a sequence of four in-service training sets to enable workers to obtain the necessary preparation for career advancement at various steps in the ladder; and

4. Expresses the generalist concept throughout, allowing for broad flexibility in its application and considerable horizontal mobility of workers.

Efforts to design and implement this career ladder had begun in 1965. The present Director of the Center was associated with that effort in the Department of Mental Health. The original impetus to develop this new mental health generalist came from Dr. Harold Visotsky, the Director of the Department under Governor Otto Kerner. His acting successor, John Briggs, gave his support to the proposals which had been developed and brought them to the Illinois Department of Personnel for implementation. Thus, irrespective of changes in administrative and political leadership, the mental health career ladder became a reality.

Earlier in 1969 Governor Ogilvie had sponsored two major Conferences to which several hundreds of agencies and community leaders were invited. The participants in both groups were asked to make recommendations for changes in State policies and programs in the areas of manpower and vocational education. The Conference on Manpower concluded that, "No set of problems confronting our State requires action more urgently than that of the total aspect of manpower."

Severe criticisms were voiced concerning unrealistic hiring requirements and recommendations were made urging that employment specifications be changed to reflect actual job requirements. The Conference called upon the State to take the leadership as an employer in opening up new job opportunities for disadvantaged citizens and members of minority groups.

The proposals which came out of both meetings would, if fully implemented, involve the State in a process of comprehensive long-range manpower planning and a large-scale investment of resources.

Reflecting the State's commitment to implement the recommendations which emerged from these conferences, Governor Ogilvie announced the appointment in January 1970 of James W. Cook to the newly created position of Illinois Coordinator of Manpower. In announcing Mr. Cook's appointment, the Governor stated:
"In urban areas and rural parts of the state, the name of the game is jobs for the under-employed and the unemployed."

"Mr. Cook's assignment is to serve me in the top policy guidance role so that all our resources can

be mobilized effectively."

During the course of the year the Illinois Department of Personnel demonstrated its concern with improving the policies and practices of the State in its own role as an employer by proceeding to:
1. Announce a Model Employer program, containing a strong commitment to open State job opportunities for the disadvantaged, to revise selection, testing and promotional policies, to institute new training programs and provide supportive services for workers;

2. Request the Center to undertake the study of all entry level human services classifications in the State system and to recommend needed changes in education requirements and testing procedures;

3. Participate in the job analysis training workshops sponsored by the Center, sending seven staff members into the training program;

4. Stimulate the action of the Civil Service Commission in April to reduce the education and experience requirements in 440 State positions and to make promotions available to many workers in these classes without requiring them to obtain additional academic degree;

5. Contract with our Center for the design of two new State career ladders in the Department of Corrections and the Department of Children and Family Services;

6. Design a plan and conclude a contract with the Federal Government for a Public Service Careers Program.

Simultaneously, the State Board of Vocational Education has reorganized its operations and structure to encourage more local school district initiative in planning and program development. The State Plan contains strong incentives and guidelines for local districts to develop comprehensive programs, including education for the human services, and to give high priority to the needs of their disadvantaged residents.

The Center regards the State Board of Vocational Education as one of the major potential sources of support for the development of new manpower in the human services occupations. Through the leverage provided by its funding power and standard-setting responsibilities, the State Board can accelerate program development in this long-neglected area.

The Center has begun to work with this agency in the areas of health and child care. Continuing close collaboration will hopefully open channels through which human services curricula can be developed in high schools, vocational area schools and community colleges throughout the State.

The forceful leadership of the Directors of several State human services agencies is a third essential ingredient in the present forward movement. In the Department of Corrections and Children and Family Services, with which we have been most closely associated this year, this leadership is vigorously engaged in attempting to upgrade present programs, develop new services and improve the utilization of manpower.

The new Institute for Social Policy and the Woodlawn Service Project represent further innovative efforts to integrate and redesign the human services delivered by the State through its various agencies. Out of this social experiment we anticipate that the concept of a human services generalist will emerge.

We have begun to explore the possibilities for the design of a human services worker career series with the Illinois Department of Personnel. In our judgment the use of the generalist concept in the human services would help solve many problems in manpower development in this field. It would spur the design and offering of a generic human services core curriculum in the schools and maximize the horizontal mobility of human services workers across present agency boundaries.

How will all of these positive factors pay off in jobs and services to the people of Illinois? The climate of the Administration is one in which stringent fiscal controls and efforts to improve the utilization of existing staff resources are strongly emphasized. It is clear that, if the citizens of the State want more and better human services, they will have to invest additional resources to provide these services and to staff them adequately.

In Chicago the Model Cities Program has given impetus to plans for opening up jobs for over one thousand new workers in the health care, police, child care and schools systems. A small pilot program to train indigenous social planners has been started. A new Division of Social Planning has been established in the Chicago Department of Development and Planning and a Department of Human Resources has been made a permanent unit of the City administration. The Mayor has created a new post of Special Assistant for Manpower in his Office, a position which carries with it the responsibility for comprehensive manpower planning.

The Civil Service Commission has taken steps to bring 3,000 teacher aides under Civil Service through oral examination and is presently finalizing plans to mount a Public Service Careers Program. The Illinois State Employment Service, which in Chicago shares neighborhood offices with the OEO Urban Progress Centers, is retooling its operations to provide more extensive family services through staff teams that include indigenous workers.

Here again fiscal problems continue to dim the prospects for success in all of these programs. For, unless funds are made available to support payroll costs for the new manpower in permanent Civil Service jobs, advances made through Model Cities, Public Service Careers and other programs cannot be sustained.

the center's contribution

It is not easy or always possible to assess the precise contribution that the Center has made to these efforts. In some cases, where collaboration between the Center and the agencies has been closest, the Center has done a good deal of the hard work involved in getting an initiative started, studying the problem, collating the data, sounding out the professional community, consulting with client groups and coming up with specific program recommendations. In other situations we have functioned in a limited advisory role. The project reports presented later in this report describe how we have worked in each area.

We believe, however, that some of the momentum that has developed in many of these programs has been accelerated by the existence of the Center.

The Center has served to throw a spotlight on the human services as a significant and growing area of need for social planning and manpower development. It has been a bridge thrown across many separate jurisdictions and agencies for joint problem-solving.

Most importantly, we believe we have contributed to a growing awareness that the problems of funding, program development, recruitment, training, barrier removal and manpower utilization are inseparable and that efforts to deal with them must be planned and mounted together.

assets and liabilities

Among the factors that have facilitated our work we would count these:

1. The Center has enjoyed the continuing support and confident enthusiasm of the Employment Security Administrator. He has provided the sanction needed to open doors, to gain acceptance and trust for this new effort.

2. Because the Center operates within the State apparatus, we are able to make our contribution directly into the operating agencies. Other organizations, firms and agencies throughout the country, working on essentially the same set of problems and functioning outside the structures of government, generally report they have greater difficulty in making an impact for change.

3. Since the Center is a pilot project and expected to proceed experimentally we have worked with a great deal of autonomy, flexibility and freedom.

4. Chicago in recent years has not been one of the major American cities into which substantial technical assistance resources have been invested by the Federal government. A New Careers Program, for example, was never developed here. Nor was this City chosen by the Federal government as a demonstration site for some of the more innovative human services programs it has engaged technical assistance firms to develop elsewhere. This has created a backlog of need for the kinds of services the Center can perform.

On the liability side we list these as the major problems we are encountering:

1. Chicago, like all metropolitan communities, is a place where hundreds of agencies, organizations and jurisdictions of government carry on their programs quite independently of one another. In the human services sector, the consequences of this "doing your own thing" syndrome are enormously destructive. The waste of scarce resources, the duplication of effort, the fragmentation of services and the strain all of this places on the energies of available leadership is incalculable.

2. In virtually every gathering of agencies concerned with manpower for the human services a high level of frustration is generally expressed along with a standard set of complaints about the lack of planning, coordination and evalution of programs. And yet, despite the good will and genuine concern that agency leaders and staff continue to express, a leadership vacuum persists. It is extremely rare in these gatherings to see any agency step forward and offer to take the responsibility for providing the initiative or staff support for an inter-agency effort that involves genuine, not merely symbolic coordination.

3. Under these circumstances, where agency autonomy is not challenged and nobody exercises the power to give or withhold sanctions, very little rational division of labor takes place. Critical decisions as to who should be doing what because he can do it best are rarely made.

4. Perhaps the most serious liability we all face working in this area, however, lies in our own limitations. The knowledges, skills, technologies and arts required to provide answers to the perplexing questions we deal with in the human services are relatively undeveloped.

learnings of the first year

We are aware that there are no packaged directions available to guide any of us in finding effective ways to deliver human services and make maximum use of available human resources. These however, are some of the conclusions we have arrived at:

1. In our judgment it is a mistake to rely too heavily on the infusion of new manpower into a human services agency as a means for bringing about profound changes in the delivery of services. Those who overemphasize the impact that indigenous manpower or community college graduates

can make on programs fail to realize that this is only one element in the capability of a system to perform adequately. Administrative commitment and leadership, adequate funding, the design and location of physical facilities, the readiness of professionals and middle level managers to modify their established roles and the rising expectations of client groups are all key factors in bringing about a systems change.

2. Considerable further work is required if we are to apply functional job analysis techniques effectively to the human services occupations. The scales developed to measure various levels of skill and work complexity in commerce and industry do not fit neatly into the human services. Here we find settings that require a worker to make the fullest and most spontaneous use of all his human resources in a constantly changing scene of unique clients. It is not particularly useful in these settings to establish hierarchies based largely on academic degrees or intellectual achievement.

3. We also see functional job analysis as only one in a broad repertoire of skills and strategies for change. At the Center we are finding it necessary and possible to design workable Civil Service classifications on the basis of selected field studies that get at agency goals, programs and manpower requirements within prescribed timetables that do not permit an in-depth analysis of all the tasks to be performed in that agency.

In a social system that operates only sporadically on the basis of comprehensive rational planning, one in which political and fiscal realities are perpetually present, we are often called upon to respond rapidly to an agency's urgent immediate needs. This means that sometimes we cannot withhold a response until all of the pieces are properly dissected and analyzed.

Having said this, we are nevertheless aware that changes in job classifications and titles are a waste of effort unless they are preceded by, accompanied by or followed by a careful examination of agency goals, tasks, job requirements, work assignments, performance standards and training needs.

4. The lack of initiative being taken by members of the professional community to reexamine the ways in which they make use of their scarce talents and skills is particularly disappointing. Yet we are convinced that the practice of launching generalized attacks on the professional establishment only serves to stiffen resistance and alienate a rich potential source of help. There are often good reasons for professionals to feel personally threatened when new less academically trained workers prove exceptionally capable in the execution of tasks traditionally performed only by professional staff.

It is our experience, however, that an increasing number of professionals are ready to venture into new roles as trainers, consultants and providers of specialized resources to the new workers who will be the backbone of our human services delivery system in the years to come.

summary

The explicit purpose of the first year grant was to enable the Center to develop a plan for accomplishing its objectives. We have proceeded to develop such a plan within the context of five major problem areas and eleven projects.

Working as we do in a rapidly changing field, in a complex State system and in a giant metropolitan community, we have obviously not developed these plans unilaterally. They have emerged out of a process of interaction and dialogue with many people and organizations, each of which has somewhat different perceptions, needs, values and expectations. As these factors change, the Center will be affected.

We hope, however, that the second year can be a time during which we carry forward what we have already begun. We have entered into each of these projects with a sense of commitment to achieve certain purposes. While it is impossible to predict how successful these efforts will be, we wish to continue our work in these areas until the tasks are completed.

We believe we have begun to make a place, if not for this particular Center as a permanent institution, at least for the kinds of functions we perform. We will need more time and experience before we can assess (1) whether a Center such as this is viable as a special staff unit located in the office of an Employment Security Administrator; (2) whether its functions should eventually be spun off into one or more existing agencies; or (3) whether its sponsorship belongs in one of the new manpower agencies beginning to emerge in cities and states throughout the country. These are some of the alternatives we will be reflecting on as we proceed with our work.

SECTION III

this is the year that was

A year ago when the Center began its work, the prospects for mounting effective new manpower programs were at an unprecedented high. Existing manpower efforts, such as those represented by the MDTA and the JOBS programs were enjoying modest but obvious successes, despite their limited funding. Commitments were being made at the Federal level to extend and accelerate the national effort. State and local governments in increasing number were expressing their interest in becoming active partners in an aggressive national attack on unemployment, underemployment and poverty.

This hopeful climate, however, has eroded during the past twelve months as a result of the serious downward slide of the economy. These conditions have had a strong negative effect on programs and persons concerned with the recruitment, training, placement and upgrading of new manpower in all sectors of the economy.

As the fiscal year drew to a close, the national economic situation was characterized by the highest unemployment rate in five years, the most severe inflation in twenty years and the highest interest rate in 100 years. During this period, the gross national product had shown a decline in two successive quarters. The general sharp reduction in business profits, the growing imbalance in foreign exchange and the seriously depressed state of the housing industry were all symptoms of the malaise of our war-strained economy.

Reverberations of the national economic decline during these months were being widely felt throughout the Chicago Metropolitan area. The unemployment rate in the Chicago six county area rose to 4.2% in June, 1970. In four west side neighborhoods of the City, Bureau of Labor Statistics studies for the twelve months ending June 1969 showed an unemployment rate of 8.6%, 2½ times the City's average rate at that time. Since then, all available data point to a worsening picture.

The Chicago Area Consumer Price Index in May of 1970 had risen to 131.1. Building permits for new residential construction had dropped to 3,427 in April, 1970 as compared to 7,659 in the same month of 1969.

Perhaps the most revealing indicator of what was happening to residents in the Chicago Metropolitan community is contained in the Annual Manpower Planning Report of the Chicago Area Employment Service dated April, 1970:

"During the fiscal year ending June 30, 1971, an estimated 807,000 persons, both unemployed and underutilized, will need employment-related assistance in the six county Chicago Standard Metropolitan Statistical Area. Of this total about 710,000 or 88% reside in Cook County, particularly in the inner city neighborhoods of Chicago.

"The disadvantaged persons needing manpower services comprise about 40% of the total universe of need and total approximately 320,000 for the six county area. Close to 89% of all disadvantaged or 284,000 are in Cook County, of which all but 16,000 are underutilized. The 16,000 are unemployed while the balance are divided as follows:*

193,000 employed full-time but with family income at or below poverty level;
56,000 not in the labor force but should be; and nearly
20,000 working only part-time for economic reasons beyond their control."

An awareness of the massive numbers of people suffering the casualties of unemployment, underemployment and poverty in Chicago puts into proper perspective the potential impact of such programs as Public Service Careers. The combined funds of both City and State programs, for example, can support training costs only for approximately 700 or 800 new workers in the public sector.

*The term disadvantaged is defined as "poor and also meeting one of the following criteria: school drop-out, minority member, under 22 years of age, 45 years of age or over, or handicapped. Most are Negroes or Spanish-speaking persons and, to a lesser extent, Southern whites and American Indians. In general these persons are characterized by low income, low level of educational attainment, and meager work skills."

13

It is a notorious fact of American life that the human services in the best of times have been chronically under-financed and understaffed. . . a perennial low man on the totem pole of national priorities.

In the worsening economic climate which developed during our first year, a sense of unreality invaded all of our beginning efforts to generate a supply of new manpower, upgrade salaries, provide jobs and broaden career advancement opportunities for workers in the beleaguered human services.

What has sustained us, however, during this first year is our awareness that:
1. All long-range occupational studies and projections clearly point to a sharply rising effective demand for manpower in the human services occupations for the remainder of this century.

2. Out of these recent decades of national experimentation with manpower programs, important lessons have been learned from both our successes and failures. It is a long way from the WPA to a Public Service Careers Program. For, despite totally inadequate funding and the unrealistic expectations held out for current programs, we remind ourselves that the intent, the guidelines and the strategies proposed represent more sophisticated and humanistic social policies.

3. Finally, the consumers of human services in growing numbers in Chicago are beginning to articulate their needs, to organize more effectively and to move from rhetoric into the development of well-conceived program plans and strategies. We regard this movement as our strongest resource in accomplishing the Center's objectives.

SECTION IV

the community needs

It was our intent and our charge to focus the first year of effort on planning and developing a modus operandi for the Center. It became evident at the end of the first 90 days, however, that the Center was moving rapidly into active operations.

The reasons for not spending the entire twelve month period on the drawing board were compelling. First, we did not wish to ignore the increasing number of agency requests for immediate service. Second, we began to realize that a sound plan for the Center had to be hammered out of the concrete experiences and learnings of our staff. And so we moved through the year in the spirit of exploring, testing and learning.

As we worked, our own sense of community needs and priorities was sharpened. We also began to understand better what others expected of the Center and how we might best use ourselves and our resources.

These are what we see now as four principal needs in the community to which the Center attempts to be responsive. In each area of need we will offer a specific example.

A. THE NEED TO REORGANIZE THE HUMAN SERVICES DELIVERY SYSTEM IN CHICAGO AND THE WAYS IN WHICH IT MAKES USE OF MANPOWER

The outstanding example of this need and the measures required to reorganize the delivery of human services in Chicago is the Woodlawn Service Project. It is the intent of this new project to restructure the existing services programs of the State human services agencies in the Woodlawn area so that the resources they represent can be made responsive to the needs of the residents within the framework of a planned, integrated human services delivery system.

The Center regards the Woodlawn Service Project as one of the most encouraging signs on the Chicago landscape. We have already related to this State agency through our job analysis training program and intend to work closely with it in the coming months.

B. TO DEVELOP MACHINERY FOR COMPREHENSIVE MANPOWER PLANNING AND FOR THE EVALUATION OF PROGRAM OUTCOMES

All states and large cities are obviously long overdue in facing the difficult task of developing machinery for comprehensive manpower planning. If the new legislation before Congress is effectively implemented, perhaps such machinery and procedures will emerge. Until this process begins to work and to engage the broad participation of agencies and citizens groups, present absurdities will continue to plague us.

The breakdown of the Chicago health care system offers an example of what happens when agencies fail to coordinate their efforts within the frame-

work of a comprehensive plan. Three different vehicles for planning have been created at the State level, all of which have a vital interest in health manpower. At the local level, machinery for comprehensive health planning is emerging. An attempt to connect planning for health care with the manpower planning machinery represented by CAMPS* has just begun. Unless these separate efforts can be linked and focussed it will be difficult, if not impossible, for funding agencies, planning agencies, schools, hospitals, the Employment Service and concerned citizens groups to make any effective impact on the supply of health manpower in this City.

C. TO HELP EACH AGENCY SEE AND RELATE TO THE BIG PICTURE

The Chicago Model Cities Program, the Department of Development and Planning, the Department of Human Resources and the newly-created position of Special Assistant to the Mayor for Manpower represent the City's efforts to develop more effective planning and utilization of Federal, State, and local resources. The emergence of these new planning and coordinating efforts have helped individual agencies considerably to relate their own programs to other agency efforts and to the needs of the community.

However there are still few effective operational linkages between the various jurisdictions of City, County, State and Federal governments or between the public and private sectors at any level.

*Cooperative Area Manpower Planning System, a consortium of Federal Agencies, replicated on State and local levels, to set priorities and coordinate funding of manpower programs.

In manpower programs for the human services, it is extremely difficult for an individual agency to see and to relate its program to the big picture. At meetings and conferences this year, we have encountered dozens of bewildered agency executives who simply do not know what is going on in programs affecting their own most basic interests.

The need for establishing channels of communication is particularly acute, for example, as it affects educators who continue to design occupational training programs without concrete information about the manpower needs of the agencies who may employ their graduates.

D. TO PROVIDE LOCAL PROGRAM DESIGN AND DEVELOPMENT SUPPORT

As more agencies and citizens groups in Chicago become involved in developing programs responsive to local needs, they are beginning to reach out for help in designing and implementing these programs. There are, of course, many technical assistance-for-profit firms looking for clients in a city the size of Chicago. And their numbers are multiplying at an extraordinary rate. The services they offer, however, are frequently too expensive for an agency or community organization with limited resources to buy.

Furthermore, designing a sound manpower component for any human services program calls for certain kinds of knowledge about available resources, prior experiences of success and failure, training design and technology, recruitment and selection procedures, staffing plans, job analysis techniques, career ladders and other matters relating to fiscal and personnel management. But, even before these issues can be dealt with competently, the consultant must have a substantive grasp of the specific service program for which the manpower component is being developed. Few consultant firms have had such experience in the human services field in general or with its manpower requirements in particular.

There is finally the matter of trust. It is difficult for an outside consultant to win acceptance quickly from community organizations of disadvantaged people, whether they be Black, American Indian, Spanish-speaking or Appalachian White. And yet, such trust is obviously indispensable to any effective working relationship between the consultant and the client.

While public agencies have come to rely more heavily on outside technical assistance firms to provide program consultation to national and local governments, these resources are generally available only for limited periods of time. Nor do they usually extend out to the smaller agencies and organizations.

When a community organization in Chicago matures, as in the case of The Woodlawn Organization, for example, and when funds become available, effective use can be made of outside technical assistance. But there are few other examples to cite. The resources to buy and sell a high quality of technical assistance are meager.

If new and emerging citizens groups are to offer and react to program plans in a knowledgable and responsible manner, relevant technical assistance has to become directly available to them. These services are best coming from locally-based resources, preferably in a not-for-profit transaction. And they are best received from persons who have already established a relationship of trust, who are prepared to stay long enough to do the job and know when to leave.

SECTION V

projects of the center

The Human Services Manpower Career Center is a new small pilot program attempting to respond to a number of large, long-standing problems. We have, therefore, had to consider carefully the areas in which to work and to offer service.

We have organized the bulk of our work into projects. At the Center an activity becomes a project when it involves a planned and sustained sequence of actions that require the continuing and substantial investment of our resources. Although a particular phase of a project may be completed at any point in time, the assumption we make concerning an activity which has attained project status is that work will continue for a period of months.

During this year the Center has been engaged in eleven such major projects. The five human services fields that have been given highest priority attention are: Health • Child Care • Corrections • Education • Social Planning •

In each of these projects we have worked in different ways depending on what was required. Any specific project, for example, might find us functioning in one or more of these six major roles:

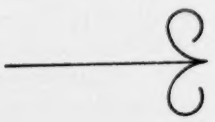
SPONSOR Taking the initiative to start something ourselves and to carry it forward;
CONVENOR Bringing people together who have a common interest;
BROKER Helping an agency to connect its need with outside available resources;
PARTNER Collaborating with others to accomplish a task we both agree needs to be done;
CONSULTANT Providing technical assistance on a time limited or on-going basis in response to a request;
ADVOCATE Representing and interpreting the needs, goals, and programs of a group or organization to others.

the projects

These are the eleven major projects in which the Center is currently engaged. They are classified here according to the four major objectives of our work:

FOCUS	PROJECT TITLE
Communication and Linkage	Clearinghouse Development of Allied Health Power Dialogue between Educators and Employers
Research	Conceptual Framework For the Human Services Inventory of Human Services Occupations Human Services Library
Training	Job Analysis Training
Program Design and Development	State of Illinois Career System Career Development in CCUO New Model for Day Care Manpower Indigenous Manpower for Social Planning

In summarizing each project we will describe
(1) the purpose
(2) our progress
and (3) what we anticipate as next steps:



clearinghouse

PURPOSE

To undertake and facilitate the collation, exchange and publication of information, studies, reports and events of interest to all local agencies engaged in manpower programs relevant to the human services. To extend the feed-in and out of such information to interested agencies and resources outside the State.

PROGRESS

The Center has published three issues of a bi-monthly four page newsletter, *Manpower For Human Services* and developed a mailing list of 2200 agencies and persons to which the newsletter is distributed. We have also reproduced and disseminated a wide variety of materials, including government reports, technical assistance documents and journal reprints in response to requests. A heavy flow of inquiries from outside the State concerning the Center is handled regularly through the mail. They often contain requests for detailed information and our views on specific problems.

NEXT

To continue publication of the newsletter, to publish a special report on social planning manpower and to enlarge the distribution of Center materials to the audience of concerned persons and agencies.

development of allied health manpower

PURPOSE

To develop a vehicle through which concerned agencies and organizations in the Chicago Metropolitan area can work together to promote the re-

cruitment, training and optimum utilization of allied health manpower. To utilize this machinery as a channel:

(1) to link the health care plans of the Comprehensive Health Planning Agency to the work of Chicago CAMPS which is responsible for comprehensive manpower planning and the funding of high priority programs;

(2) to provide mutual assistance, coordination of effort and an appropriate division of labor among member agencies and

(3) to develop consensus and unified action to remove unnecessary barriers, improve job conditions and facilitate career development for allied health workers.

PROGRESS

The Center invited four agencies, Comprehensive Health Planning, Inc., Mid-Southside Health Planning Organization, the Chicago Department of Human Resources and the Illinois State Employment Service to join as co-sponsors of an interim organization. On June 25th and 26th, these co-sponsors met with forty persons from twenty-four agencies to consider whether a mutual interest exists that might support and sustain a collaborative partnership for planning and action. Two consultants from the Institute for Public Administration in New York and the Social Development Corporation, in Washington, D.C. contributed to the discussion.

The participants expressed strong support for a continuing organization. Seventeen persons volunteered to contribute their services to prepare a statement of goals, tasks, organizational structure and membership requirements.

NEXT

As Special Assistant to the Mayor for Manpower, Mr. Samuel C. Bernstein will also serve as the Executive Secretary of CAMPS. The direction of the Interim Organization for the Development of Allied Health Manpower will be explored with him in the coming months in order to determine whether this group can make its most effective contribution through a direct linkage with the CAMPS machinery. It would appear that however this specific question is decided, the sense of urgency and common purpose expressed by the agencies involved will provide impetus for a continuing collaborative relationship.

dialogue between educators and employers

PURPOSE

To initiate communication between the community colleges, four year colleges and universities in the Chicago Metropolitan area offering programs relevant to the human services and those agencies who are the actual or potential users of the graduates of these programs.

PROGRESS

The Center, in collaboration with the Welfare Council of Metropolitan Chicago, sponsored a one-day Conference on May 20 which was attended by fifty-six persons representing both schools and agencies. The agenda was prepared by a planning group which included persons from the City Colleges of Chicago, the Welfare Council, Roosevelt University, the University of Chicago, School of Social Service Administration and the Center. Panel discussions centered around issues of mutual concern to both groups; such as, the current job market for community college graduates in Chicago; the design of curricula appropriate to the needs of the using agencies; the need to liberalize academic policies and the responsibilities of both schools and employers in the development of new manpower for the human services.

NEXT

What is unclear at this time is the degree of commitment felt by those who participated in this exploratory dialogue to continue and sustain communication on a regular basis. The participants have been invited to express their interest and we are awaiting their responses.

II. RESEARCH

conceptual framework for the human services

PURPOSE

To design a new conceptual framework within which human services delivery systems may be studied, compared, inter-related and modified to serve more effectively the needs of the community. To propose a fresh approach to the ways in which we have traditionally set up agency and professional boundaries and, in the process, have fragmented services to people.

PROGRESS

A general description of the anatomy of this framework is presented in an earlier section of this report dealing with the human services industry. The beginning work has been shared with educators, research workers and staff of several agencies. They report that they find the concepts relevant to the design of a core curriculum for the human services, to the development of career ladders offering maximum horizontal mobility between agencies and to the conduct of occupational studies in the human services field.

NEXT

The framework will be elaborated, refined and validated. We will do this by continuing to study existing and emerging occupations in the human services, professional practices and methodologies,

existing training programs and present patterns of manpower utilization in human services agencies.

inventory of human services occupations

PURPOSE

To identify, classify and record basic data relating to the human services occupations in both public and private sectors in the Chicago Metropolitan Area. To explore commonalities in position classes, job specifications, training requirements and tasks performed for the purpose of developing more effective techniques of recruitment, selection, training and utilization of manpower resources.

PROGRESS

A basic format has been developed for recording and codifying data. Over 700 position classifications have been identified in State and local governments. Two hundred of these occupations are now inventoried according to position classification, the jurisdictions in which they are found, educational requirements, duties performed and salaries. In May the Center awarded a sub-contract to the Illinois Child Care Association to carry on a special study of child care occupations in the voluntary sector in which the format already developed for the inventory will be utilized.

NEXT

Work will continue for several months to complete the inventory and to integrate the findings within our conceptual framework for the human services. We consider completion of this project highly relevant to other Center interests in comprehensive manpower planning, the development of career ladders and the design of training.

human services library

PURPOSE

To make available for use of Center staff, human service agencies and students a local library which offers access to the growing body of books, studies, journals, bulletins and miscellaneous documents dealing with all major aspects of human services manpower and new career developments.

PROGRESS

Materials are being collated, solicited and purchased. A shelf list is presently being completed. The decision to open the library for outside agency use, however, was postponed during the first year in view of limitations of space, equipment and staff.

NEXT

To broaden the collection, organize the material as a professional library and make this facility available for community use.

III. TRAINING

job analysis training

PURPOSE

To encourage public and private human services agencies to utilize a systems approach to job analysis and manpower utilization by developing staff capability in job analysis and career design skills.

PROGRESS

The Center sponsored three workshops in collaboration with Dr. Sidney Fine of the Upjohn Institute for Employment Research. The workshops, entitled "A Systems Approach to Functional Task Analysis and Job Design" were held in Chicago during the weeks of January 26-30, February 16-20 and April 13-17. Sixty-two staff representing twenty public and voluntary agencies* participated in the training. These included eighteen employees of the Bureau of Employment Security. The cost for these workshops was shared on a per capita basis by the agencies. Thirty-two of these persons who completed the training are working, either independently or with Center staff at the present time, on career development programs in their own agencies.

NEXT

Additional workshops may be offered this coming year depending upon the demand and available resources. In the interim we will be more immediately concerned with maximizing the impact of the training already provided. We will continue to work with the agencies who have participated to help apply staff learnings to the restructuring of jobs and the development of improved patterns of manpower utilization in their own organizations.

Participating Agencies were:
Archdiocese of Chicago, Headstart Program
Chicago City Colleges
Chicago Civil Service Commission
Chicago Committee on Urban Opportunity
Child Care Association of Illinois
Comprehensive Health Planning Organization
Cook County Department of Public Aid
Governor's Office of Human Resources
Illinois Bureau of Employment Security
Illinois Department of Corrections, Adult
Illinois Department of Corrections, Youth
Illinois Department of Mental Health
Illinois Department of Personnel
Illinois Department of Public Aid
Jane Addams School of Social Work
Jewish Vocational Service
Mid-Southside Health Planning Organization
Welfare Council of Metropolitan Chicago
Woodlawn Service Program
YMCA

IV. PROGRAM DESIGN AND DEVELOPMENT

state of illinois career systems

PURPOSE

To collaborate with the Illinois Department of Personnel in the design and implementation of its Model Employer Program* by designing career opportunity systems in two agencies of State government, the Department of Corrections, Adult Division and the Department of Children and Family Services. To work with task forces appointed by the Directors of both Departments in the preparation of new and/or revised position classifications, selection and promotional policies and the development of entry level training programs.

PROGRESS

A contract was concluded on March 16, 1970 between the State Department of Personnel and the Bureau of Employment Security to support the work of this project on a shared cost basis. Under this contractual agreement the Center engaged the technical services of the Public Service Institute of North America to augment its own staff resources. By June 30, the team was at midpoint in conducting its field studies of both Departments and integrating data concerning the program goals and operations of these agencies with their manpower requirements and staffing patterns. The Center Director has supervised the work of the consultant team and, where indicated, has contributed the services of other Center staff working in the areas of job analysis, child care and training to augment the resources of the technical team. The task forces appointed by the Directors of the two Departments have cooperated wholeheartedly with the team and a series of meetings between the Center and the Department of Personnel has kept all parties fully briefed on the progress of the work.

NEXT

The work on these two projects will be completed on August 31 and submitted to the Department of Personnel. Meetings are planned this fall for discussion with the Department heads concerning their interest in implementation of the proposals which will be contained in our report. The Center will explore the continuation of its contractual relationships with the Department of Personnel so that similar career development studies can be undertaken in other human services agencies of the State. We are now close to finalizing an agreement for beginning such work with the Youth Division of the Department of Corrections.

*During October 1969, prior to the announcement of the State's Model Employer Program, the Center was requested by the Department of Personnel to (1) study the education requirements and testing procedures used for all entry level human services positions in the State Civil Service and to submit recommendations for needed policy changes; and (2) to prepare a report describing the Chicago Area Manpower Program Intake System. Both of these reports were completed and submitted in December. In April 1970, the Illinois Civil Service Commission acted to reduce minimum education or experience requirements for 440 State job class specifications. In many of the human services classes affected, formal education and prior experience were dropped as mandatory requirements. Generally, where entry-level positions now require no formal education, subsequent promotional levels in the series emphasize accumulation of experience, often combined with in-service training. No formal academic requirement is introduced at these higher-salaried levels. These changes are consistent with the recommendations contained in the Center's December report.

career development in ccuo

PURPOSE

To assist the local anti-poverty agency, the Chicago Committee on Urban Opportunity, in its efforts to design and mount a comprehensive career development program for its staff. To provide technical assistance in the areas of job analysis, curriculum design and job development to facilitate the upward mobility of staff and their employment in suitable permanent positions in the public and private sector.

PROGRESS

A Joint Task Force of Center and CCUO staff was organized in January to develop a plan, a strategy and a timetable. In April a report was submitted to the Director of the CCUO and was approved. A new release time policy was announced which will enable selected groups of staff to receive ten hours a week of combined work-study training. A Career Development Officer has been appointed by the CCUO to administer this program. Meetings have been held with seven colleges and universities to explore possible curriculum offerings for a first group of approximately sixty persons to be registered in the program this fall.

NEXT

Federal funds in the amount of $435,000 have been made available to the CCUO through the Public Service Careers Program. This is expected to facilitate the implementation of the plans developed by the Task Force. Work this summer will include surveying available on-the-job training settings for CCUO workers outside the agency and the exploration of possible job vacancies for qualified workers in Civil Service and private employment.

new model for day care manpower

PURPOSE

To develop a model for organizing and staffing group home care and small neighborhood units with indigenous workers to serve the children of welfare mothers. The welfare mothers will assist

in the planning, recruitment and the design of training and career development opportunities for persons to be employed in such units. To explore the possibilities for obtaining agency sponsorship of a pilot program using the model in one neighborhood in a Model Cities target area.

PROGRESS

In May the Center received $2500 from the Illinois Board of Vocational Education and Rehabilitation to conduct the study. This grant, combined with Center funds, will support the work of a consultant during the summer months. The Welfare Rights Organization and key concerned agencies have been invited to participate in the planning.

NEXT

This study will be completed in September and we look forward to interesting a State, City or voluntary agency in mounting a pilot program this fall.

indigenous manpower for social planning

PURPOSE

To explore with interested Chicago public agencies the implications and potentialities of the Model Cities project to train indigenous social planners from the four target areas. To identify the problems involved in strengthening this program and to develop recommendations for expanding the recruitment, training and utilization of indigenous manpower in the social planning field to other agencies.

PROGRESS

Forty leaders of thirteen City agencies* met on May 1 with a distinguished faculty of consultants at a Work Conference sponsored by the Center. A six-man inter-agency Planning Committee collaborated prior to the meeting to structure the agenda around eight central questions. Following the Conference, work began on a report and the preparation of recommendations flowing out of the meeting.

NEXT

A report of the Conference will be published and distributed this summer. The Center will make recommendations in this document concerning continuing work in this area.

*These agencies were: Chicago Board of Health, Chicago Civil Service Commission, Chicago Committee on Criminal Justice, Chicago Committee on Urban Opportunity, Chicago Department of Human Resources, Chicago Department of Planning and Development, Chicago Model Cities Program, Chicago Police Department, Cook County Department of Planning and Development, Cook County Department of Public Aid, Developmental Program for Comprehensive Health Planning, Inc., Illinois Bureau of Employment Security and Mid-Southside Health Planning Organization.

21

SECTION VI

work within the illinois bureau of employment security

The Center's relationship with Bureau of Employment Security has been maintained primarily through continuing direct contact with the Employment Security Administrator and his staff. In this interaction, the Administrator has utilized the services of the Center as a special staff unit to provide consultation, prepare reports, review proposed programs and offer recommendations on operations affecting human services manpower.

In order to help the Center develop and maintain close communication with the State and Chicago Employment Service operations, the State Employment Service Superintendent appointed a seven-man Committee comprising staff with experience and responsibility in the areas of program development, training, job analysis, youth services, manpower planning, local office administration and agency career development programs. This Committee met regularly during the first seven months of the Center's operation providing advice and consultation.

In the early Spring the Center requested and obtained support from the Administrator for a reconstitution of the original Committee and for a modification of its task. What we sought, in addition to advice and consultation, were active operational linkages between staff of the Center and other program staff of the Bureau. The Committee agreed that such a reexamination of its function, scope and composition would be desirable at this time.

As the Center has become increasingly familiar with Employment Service programs and procedures at State and Chicago area levels, mutually helpful relationships have developed with supervisors and staff assigned to the MDTA and WIN programs, to job analysis functions as well as to the Research and Statistics Unit. In the allied health manpower area, the Employment Service has made a significant contribution by participating as a primary co-sponsor of the new inter-agency consortium.

We look forward to extending and solidifying these emerging relationships through a restructured joint committee.

We believe that the Center can serve as a special resource to the Bureau in these major areas:

A. JOB ANALYSIS

Eighteen persons from the agency completed the training workshops offered this year. We look forward to developing active collaboration with these persons to extend the agency's services in the job analysis field to the human services agencies in the Chicago area.

B. JOB DEVELOPMENT AND PLACEMENT

As new career ladders are designed and implemented, the Center and the Employment Service will assist one another in opening up new job opportunities and providing training programs for unemployed and underemployed workers in the human services agencies.

C. CAREER DEVELOPMENT

The Bureau has already undertaken a program designed to provide career opportunities in the agency for disadvantaged persons recruited through the anti-poverty agency.

The results of this program have been highly effective. There is considerable interest in the agency, however, for broadening this effort; that is, for undertaking a comprehensive career development study of the Bureau that will examine its manpower needs, present classification system, job specifications, training programs and promotion policies. The Center's resources will be available for assisting in the design and implementation of this effort.

D. MANPOWER PLANNING AND THE ESTABLISHMENT OF PRIORITIES

The efforts of the Center to establish and sustain inter-agency manpower planning in the human services field are of direct support to Employment Service staff administering manpower, training and other programs. The inter-agency linkages being stimulated through the work of the Center can provide Employment Service staff with the opportunities they seek for making effective connections between priority needs, training and job placement.

In the Spring of 1970 Mr. Samuel C. Bernstein announced his resignation as Illinois Employment Security Administrator. This was accompanied by the Mayor's announcement that Mr. Bernstein has been appointed to serve as his Special Assistant for Manpower beginning July 1. With the appointment of Mr. John M. Linton as the new Administrator we look forward to his leadership and his utilization of the Center in the several ways we have proposed here.

SECTION VII

agency-center relationships

During the course of our first year the Center developed a variety of relationships with a total of 163 agencies. Of this total,

69	are in the Chicago Metropolitan area;
16	of these are public and
53	are voluntary agencies
38	are State-wide or located outside the Chicago Metropolitan area
33	of these are public and
5	are voluntary agencies
56	are nation-wide or outside Illinois
10	of these are public and
46	are voluntary agencies

The Center's relationships with outside agencies and organizations are voluntary transactions. They are expressions of mutual interest and the desire of both parties to connect. Since these relationships obviously vary in scope, depth and quality, we have identified seven kinds of relationships and placed them on a seven-point scale. This provides a shorthand statement of the nature and intensity of the collaboration.

This scale is not to be taken as a measure of success or failure in any Agency-Center relationship, but simply as a statement of what has developed. There are often excellent reasons why the Center or a particular agency may not have actively engaged one another during this first year, not the least of which was our own limited capacity for outreach.

EXPLAINING AND SUMMARIZING THE SCALE

Point on Scale	Relationship
1	163 agencies made formal requests that they be kept generally informed of the Center's work. OF THIS TOTAL
2	74 responded to the Center's request for specific program information
3	35 made requests by phone, mail, or visit to the Center for specific information or limited assistance
4	65 attended one or more single event meetings sponsored by the Center
5	52 participated actively in planning or contributing to one or more major on-going projects initiated by the Center
6	14 requested substantial program consultation and technical assistance from the Center
7	24 are collaborating with the Center on an on-going basis in joint program efforts

In the Appendix we have provided a complete list of all the agency-Center relationships and placed each on the above scale.

SECTION VIII

calendar of events

This calendar traces the month to month flow of our work from July 1, 1969 to June 30, 1970. It is set up to show substantial investments of staff time in four major areas:

(1) exploratory conferences
(2) continuing communications
(3) major Center operations
(4) special events

july

EXPLORATORY CONFERENCES WITH
Illinois State Employment Service
Chicago Area Office
Ilinois Department of Mental Health
City Colleges of Chicago
CAMPS
Chicago Committee on Urban Opportunity
Governor's Office of Human Resources
Mayor's Model Cities Program
Chicago Civil Service Commission
Chicago Department of Human Resources

MAJOR CENTER OPERATIONS
Center headquarters set up
Interviewing of staff began
Survey of agency interests and priorities prepared

august

EXPLORATORY CONFERENCES WITH:
Illinois Department of Personnel
Welfare Council of Metropolitan Chicago
Regional Office of U.S. Department of Labor
Staff of U.S. Department of Labor supervising Center project
Upjohn Institute for Employment Research
University Research Corporation
Cook County Department of Public Aid
Illinois Child Care Association
Professional Office-Illinois State Employment Service
Chicago Zone of Illinois Department of Mental Health

CONTINUING COMMUNICATIONS
Work with Advisory Committee of the Bureau of Employment Security began

september

EXPLORATORY CONFERENCES WITH:
Health Careers Council of Illinois
Roosevelt University

CONTINUING COMMUNICATIONS
Chicago City Colleges
Bureau of Employment Security
Chicago Department of Human Resources
Illinois Department of Personnel
Chicago Committee on Urban Opportunity

MAJOR CENTER OPERATIONS
Published and distributed April Conference report
Collated survey feedback
Designed newsletter format
Served as advisor to Model Cities Health Manpower Training Program

october

EXPLORATORY CONFERENCES WITH:
American Hospital Association
Chicago Health Research Foundation
Chicago Department of Development and Planning
Chicago Federation of Settlements
Thornton Jr. College
State Board of Vocational Education
Sub-Zone Directors in the Chicago Area, Illinois Department of Mental Health
Chicago Medical School

CONTINUING COMMUNICATIONS
Illinois Department of Mental Health
Illinois Child Care Association

MAJOR CENTER OPERATIONS
Began study on education requirements for State human services occupations
Quarterly report to Washington completed

SPECIAL EVENTS
Center Progress Report Meeting with 56 agency representatives

november

EXPLORATORY CONFERENCES WITH:
Illinois Department of Children and Family Services
Jewish Vocational Service
Ergonomics, Inc.
Comprehensive Health Planning, Inc.
John Howard Association
Westinghouse High School

CONTINUING COMMUNICATIONS
City Colleges of Chicago
Chicago Department of Human Resources

MAJOR CENTER OPERATIONS
Continued planning and recruitment for job analysis workshops

SPECIAL EVENTS
Meeting held at which agency heads are oriented by Dr. Sidney Fine to Job Analysis Training

december

EXPLORATORY CONFERENCES WITH:
Lawndale People's Planning and Action Conference
State Department of Corrections-Youth Division
Chicago Board of Health
Douglas Park Development Corporation

CONTINUING COMMUNICATIONS
State Board of Vocational Education
Advisory Committee of the Illinois Bureau of Employment Security
Chicago City College

MAJOR CENTER OPERATIONS
Completed and submitted reports on
1. 77 Human Services Occupations
2. Chicago Manpower Services Intake System

Prepared new proposal for further collaboration with Illinois Department of Personnel
Began Development of the Center's mailing list
Completed recruitment for the Job Analysis Workshop
Began Collaboration with CCUO Career Task Force

january

EXPLORATORY CONFERENCES WITH:
Jane Addams School of Social Work
Chicago Hospital Planning Council

CONTINUING COMMUNICATIONS
Chicago Board of Health
Model Cities Health Program
Governor's Office of Human Resources
Chicago Committee on Urban Opportunity

MAJOR CENTER OPERATIONS
Prepared second quarterly report for Washington
Visited U.S. Manpower Administration staff in Washington

SPECIAL EVENTS
Conducted first Job Analysis Workshop

february

EXPLORATORY CONFERENCE WITH:
Mid-Southside Health Planning Organization
United States Public Health Service
New Careers Council of Chicago
Bethune Plaza Corporation
YMCA Career Options Project
State Board of Vocational Education
Illinois Department of Corrections-Youth Division

MAJOR CENTER OPERATIONS
Submitted proposal to Illinois Department of Personnel for career development studies.
Prepared request for supplementary U.S. Department of Labor grant for the Center
Co-sponsored CCUO meeting with 7 schools and Universities
Organized and met with planning group for Social Planning Seminar

SPECIAL EVENTS
Conducted second job analysis workshop

march

EXPLORATORY CONFERENCES WITH:
Unknown Pettis College
Los Angeles County Department of Personnel
Los Angeles RODEO Program in Youth Corrections

CONTINUING COMMUNICATIONS
U.S. Public Health Service
CCUO Career Development Task Force
Illinois Department of Mental Health
Comprehensive Health Planning Agency
Chicago Board of Health

MAJOR CENTER OPERATIONS
Published second issue of newsletter
Completed negotiations with State Department of Personnel for 2 State agency Career Ladders
Selected faculty team and prepared invitations for Social Planning Manpower Seminar

SPECIAL EVENTS
Sponsored evaluation meeting with graduates of two job analysis workshops
Supplementary grant of $40,000 awarded to Center

april

EXPLORATORY CONFERENCES WITH:
Ravenswood Hospital Mental Health Center
Broader Urban Involvement and Leadership Development (BUILD)
Baxter Laboratories

CONTINUING COMMUNICATIONS
Illinois Child Care Association
Chicago Committee on Urban Opportunity
Roosevelt University

MAJOR CENTER OPERATIONS
Met with planning group for conference with educators and employers
Prepared proposal for study of group home day care manpower
Technical team prepared field studies for State career ladders

SPECIAL EVENTS
Sponsored third job analysis training workshop
Sponsored informal inter-agency conference on New Towns
State Civil Service Commission acted to reduce State education and experience requirements for 440 positions

may

EXPLORATORY CONFERENCES WITH:
Kenwood-Oakland Community Organization (KOCO)
Black Liberation Alliance
National Training Laboratories
St. Augustine Indian Center
American Indian Center
Office of Public Instruction
Native American Indian Committee
Illinois League of Women Voters

CONTINUING COMMUNICATIONS BUILD
Chicago Committee on Urban Opportunity
Chicago Civil Service Commission
Governor's Health Coordinator, Dr. Snoke
Illinois Department of Personnel
Comprehensive Health Planning Agency
State Board of Vocational Education
Illinois Children and Family Services
Illinois Health Careers Council
Baxter Laboratories

MAJOR CENTER OPERATIONS
Completed and submitted CCUO Task Force Report
Prepared second year United States Department of Labor grant proposal
Concluded agreement with Illinois Child Care Association to undertake job analysis study
Concluded agreement with Social and Educational Consultants to undertake day care study.

SPECIAL EVENTS
Sponsored one day work conference on Indigenous Manpower for Social Planning
Sponsored one day meeting between educators and employers in the human services
State Department of Vocational Education awarded Center $2500 grant for day care study
United States Department of Labor offered State and City invitations to submit Public Service Careers Programs

june

EXPLORATORY CONFERENCES WITH
Regional Medical Plan
Advisory Committee to the Ravenswood Hospital Mental Health Center

CONTINUING COMMUNICATIONS
Illinois Child Care Association
Illinois Department of Personnel
Mid-Southside Health Planning Agency
Chicago Department of Development and Planning

MAJOR CENTER OPERATIONS
Published third issue of newsletter
Completed and submitted second year grant proposal to U.S. Deparment of Labor
Began study of group home day care manpower
Planned survey of field training settings for CCUO staff

SPECIAL EVENTS
Co-sponsored 2 day meeting establishing Chicago Metropolitan Interim Organization for the Development of Allied Health Manpower
Center awarded new $204,033 contract by the U.S. Manpower Administration

SECTION IX

projections

Here at the close of the first year we find the Center involved in a wide range of problems and possibilities. Some of our activities are clearly ventures into empty spaces that the present state of the art and the existing agencies for manpower programming have simply not entered into.

Other areas in which we work might well be claimed by existing agencies as falling within their respective territorial boundaries. And yet, there is a distinct difference between claiming a territory and occupying it.

On occasions we find ourselves dealing with critical problems high on the publicly announced priority lists of one or more other agencies. Sometimes these priorities are in fact written into an agency's legislative mandate. However, for many reasons, such as inadequate funding, lack of competent staff, bureaucratic blockades or administrative preoccupation with other problems, these priorities and mandates continue to remain mere statements of intent rather than plans for aggressive problem-solving actions.

When the Center moves into any problem area, it does so in the spirit of a demonstration project with a limited life span. Our goal is to help translate intent into implementation strategies, to encourage experimentation and to find practical solutions to unanswered questions.

We believe, however, that our success will be measured mainly by our ability to strengthen the capability of local agencies and organizations to operationalize programs that are responsive to the unmet needs of the community. We believe we can do this best by (1) designing sound program models for agency implementation; (2) offering training of the highest quality to enhance agency staff skills; (3) providing relevant technical assistance and (4) broadcasting successful programs so that they can be replicated elsewhere.

As we proceed into the second year, we will closely examine the functions we perform in each of our projects. We will be particularly interested in identifying those activities which ought to be made a regular and permanent component in existing and emerging manpower structures at State and local levels.

We will be doing this with the help of many others, particularly those agencies and persons who are most directly concerned with finding ways to use this demonstration project to maximum public advantage.

APPENDIX

staff of the Human Services Manpower Career Center

Administrative Services:

MYRNA BORDELON KASSEL, Ph.D.
Director

Myrna Bordelon Kassel was Assistant Director of the Professional Services Division of the Illinois Department of Mental Health when John Briggs, Acting Director of that Department and Samuel C. Bernstein, Illinois Employment Security Administrator, agreed she be assigned to establish and direct the Center. For three years she was responsible in the Department of Mental Health for tasks related to the planning, coordination and evaluation of the Department's manpower training programs. Prior to this she was Assistant Director of Personnel Services where she developed programs in the areas of recruitment, training and labor relations.

During the six years she was associated with the Department of Mental Health, she served as a guest member of the faculty of the Labor Education Division of Roosevelt University as well as the Purdue University Mental Health Technician Program. She has served as consultant to the Southern Regional Education Board, the National Institute of Mental Health, the Kentucky Manpower Commission and the University of Pittsburgh. She represents the Director of Mental Health on the planning and advisory boards of several manpower and training agencies.

Dr. Kassel graduated Phi Beta Kappa from the New Jersey College for Women and was the first recipient of the Voorhees Graduate Fellowship from that institution. She received both her Masters Degree and Doctors Degree at the University of Wisconsin in the field of economics and public administration. As a graduate student she was teaching and research assistant to Dr. Selig Perlman and, after leaving to work as Education Director for the New York Women's Trade Union League, she returned to join Dr. Perlman's staff at the University of Wisconsin.

An offer from the Montgomery Ward Worker's Union to serve as Educational and Public Relations Director brought her to Chicago. She was subsequently elected Executive Secretary of the Community Services Committee of the Cook County C.I.O. Industrial Union Council and was appointed by the Welfare Council of Metropolitan Chicago to represent the C.I.O. on its Labor-Welfare Project staff. Through training programs, institutes, citywide conferences and publications she developed the Union Counselling program which enabled industrial workers to deal more effectively with the health and welfare needs of union members. As a result, thousands of out-of-plant problems were referred to appropriate agencies throughout the city. The program received national attention and was regarded as a model for other large metropolitan areas.

For a number of years Dr. Kassel served as president of Bordelons, a firm specializing in design and manufacture of contemporary home furnishings and providing interior design services.

Along with her work in the fields of education, labor, business and community service, she has functioned as a member of the executive boards and committees of agencies and organizations working in these diverse fields both in Chicago and elsewhere.

THOMAS MARSH
Administrative Assistant and
Coordinator of Health Manpower Services

Thomas Marsh received his B.A. degree in Government from Indiana University in 1964 and Masters degree in Vocational Guidance and Counseling from Roosevelt University. During the past three years he served with the Illinois Commission on Human Relations as Director of Housing Services. Prior to this he worked in the Illinois State Employment Service, functioning as a counseling supervisor in the Human Resources Development Program.

While assigned to the Illinois Commission on Human Relations, he functioned as a consultant to community organizations and agencies on matters relating to discrimination in housing opportunities and services. Under his direction the Commission promoted the enactment of ordinances prohibiting discrimination and providing due process for aggrieved parties in over 90 Illinois communities. At the Center he performs general administrative duties and is assigned as the Center's coordinator for career development programs in the allied health manpower field.

Program Services:

RAMON K. HANSON
Coordinator for Community-Based Services

Ramon Hanson was recruited by the Illinois State Employment Service in 1964 through the Department of Labor's counselor training program at Roosevelt University. Previously he received a B.A. in Sociology from Fisk University and a M.A. in Vocational Guidance and Counseling from Roosevelt University.

While working with the Illinois State Employment Service, he supervised teams of Counselors, Interviewers, and Community Workers providing counseling, testing, employability and supportive services to clients. In facilitating the delivery of these services to job applicants, he collaborated with staff from a variety of community-based agencies and organizations. He worked closely with the Chicago Committee on Urban Opportunity to coordinate the delivery of manpower, supportive and social services through the local Urban Progress Centers.

ARLENE YOUNG
Coordinator of Job Analysis and Development Services

Arlene Young brings to the Center a broad range of experience as an Employer Relations Representative in the Illinois State Employment Service. For the past two years she served as Assistant Industry Services Coordinator where she supervised and trained a specialized unit of job developers whose primary function was to develop entry level, "will train" jobs for the unskilled. She and her staff visited employers, encouraging them to utilize occupational analysis in developing new careers through the restructuring of jobs.

Special training in job analysis was received at the Bureau of Employment Security Field Center in Madison, Wisconsin and at the Occupational Analysis Institute in the School of Labor and Industrial Relations at Michigan State University. Mrs. Young has worked closely with the Labor Market Analysis Unit in conducting surveys needed to determine shortage occupations in the Chicago area. She has helped coordinate the participation of the Employment Service in special projects such as the National Alliance of Businessmen's Job Opportunity in the Business Sector Program.

Research Services:

MAJORIE BLAU
Research Analyst

An English major in college and a leader in community activities, Marjorie Blau entered the field of market research through private industry. For a number of years she was responsible for research studies in such diverse fields as consumer buying habits, expressway driving patterns and tourist utilization of public parks. She came to the Center from the Illinois State Employment Service Labor Market Analysis Unit where she worked as Research Analyst assisting in data compilation and analysis and the editing of articles on current trends in the labor market.

JONATHAN STERN
Research Analyst

A recent honors graduate of the University of Illinois, Jonathan Stern has been assigned to duties involving production of the Newsletter and the preparation of special reports. His work as Research Analyst will assist the Center in completing its study of community human services resources and the collection of statistical information relevant to program planning.

Secretarial Services:

BARBARA STEELE
Supervisor of Secretarial Services

Miss Steele was previously affiliated with Standard Oil, Sears and Trans World Airlines. Her assignments ranged from reception, credit collection, clerical and secretarial work to office supervisor. She has also had experience in real estate, accounting and insurance. On most of her jobs, she has worked closely with management and has maintained operational contact with a variety of different organizations.

REBECCA TAPIA
Clerical Services

Miss Tapia, formerly with the Brazilian Consulate in Chicago, assists the Center in reception and clerical duties. She is bi-lingual and was selectively recruited through the Illinois State Employment Service JOB BANK to lend expertise and insight to Center staff in their work with Spanish-speaking clients and community organizations.

APPENDIX

consultants to the center

Public Service Institute of North America Technical Team

DON CASS
Team Coordinator

Don Cass did his graduate and undergraduate work at the University of Chicago, after which he was employed as Research Assistant in the University's Industrial Relations Center.

After leaving the University of Chicago, he worked as a reporter for the City News Bureau, as Caseworker and as Methods and Procedures Advisor for the Cook County Department of Public Aid and as a Field Representative for the Public Administration Services, a private consulting firm specializing in government management.

While working for the Public Administration Service, he travelled throughout the United States and Canada conducting administrative studies and serving as a consultant to Federal, State, Provincial, and County governments. His findings and recommendations resulted in the reorganization of old and the formation of new government agencies. From his studies new programs and policies were implemented in the areas of public personnel, public assistance, public health, law enforcement, corrections, consumer protection, mental health, and child welfare.

Immediately preceding his employment by the Center, he served as an independent consultant to the Council of State Governments and to the Personnel Commission of the State of Arizona. In this assignment he was responsible for recommending position classifications and salary levels for all employees in the corrections, public welfare, mental retardation, mental health and employment counseling programs in the State of Arizona.

technical team members and specialty:

Robert J. Dunn
Public Administration and Economic Research
Joseph E. Engel
Training and Organization Development
Walter Hudson
Research and Evaluation Design
Margaret J. Lundquist
Research Sociology
David Lyon
Public Administration
Lowell G. Schurman
Basic Education and Testing Procedures

special consultants:

AGENCY	CONSULTANT AND AREA OF CONTRIBUTION TO CENTER
Institute for Public Administration New York University	Sumner Rosen, Ph. D. *Health Manpower*
Malcolm X College	Robert Rhodes *Political Science*
Social and Education Consultants Chicago, Illinois	Elias Picheny *Child Care and Community Organization*
Social Development Corporation Washington, D.C.	Martin Karp *Health Manpower*
University of California at Los Angeles	Harvey Perloff, Ph.D. *Urban Economics and Social Planning*
University Research Corporation Washington, D.C.	Gerson Green *Social Planning* Arnold Nemore *Health Manpower* Shelly Steinberg, Ph.D. *Health Manpower*
The W.E. Upjohn Institute for Employment Research Washington, D.C.	Sidney Fine, Ph.D., *Job Analysis Team Leader* Michael Ballen Charles Drew Wretha Wiley

independent consultants:

Justine Cordwell, Ph.D.
Social Planning
William Friedlander
Community Work

APPENDIX III

list and scale of agency-center relationships

KEY:

* Administrative head of agency

** Staff Person officially designated by agency head to serve as liaison to Center or one who has had more intensive contact with Center.

(LA) Person has recently left agency.

Note:

No agency executives are listed for the national or outside of Illinois agencies unless the Center has had direct contact with the administrative head of the entire agency or unit in that agency.

1	agency made formal request to be kept generally informed of the Center's work
2	agency responded to the Center's request for specific program information
3	agency made request by phone, mail, or visit to the Center for specific information or limited assistance
4	agency attended one or more single event meetings sponsored by the Center
5	agency participated actively in planning or contributing to one or more major on-going projects initiated by the Center
6	agency requested substantial program consultation and technical assistance from the Center
7	agency and the Center collaborate on an on-going basis in joint program efforts

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
CHICAGO METROPOLITAN AREA AGENCIES								
PUBLIC AGENCIES								
Chicago Board of Education	James F. Redmond * Lucille Broadwell ** Joseph J. Dixon Ruby Lane Anna Passarello	●	●		●	●		
Chicago Board of Health	Dr. Murray C. Brown * Samuel Kaplan Ray Restivo ** Eugene J. Ryder ** Dr. Jack Zackler **	●			●	●	●	●
Chicago City Colleges	Oscar Shabat * Dr. Hyman M. Chausow ** Floyd Du Bois John Geanopoulous** Dr. John F. Grede ** Lou House ** Richard Kennedy James Lichon ** Paul Mall Ruth Mintz Lee Reed Seliva E. Reed John E. Robinson (LA) Dr. Salvatore G. Rotella ** Dr. Joan Swift **	●	●	●	●	●		●
Chicago Civil Service Commission	Dr. Charles A. Pounian * Donald M. Bratkovic ** Joan Cole ** James Dolan ** John Hejna ** Joseph Hill ** Karen Schroeder Richard Shemetulskis	●	●		●	●		
Chicago Committee on Criminal Justice	Richard Divine *	●			●			
Chicago Committee on Urban Opportunity	Murrell Sylver * Francis Bacon ** Don Cavanaugh ** Jesse Escalante **	●	●	●	●	●	●	●

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
	Jack Fitzpatrick ** James Groninger George Hanlon ** Charles Johnson ** James Keane ** Joseph Kelley ** Tyrone Kenner Edward Lowe ** Romeo L. Ogden Sylvester Rhem Walter Roberts ** Sharon Warden Vernon Windsted							
Chicago Department of Human Resources	Dr. Deton Brooks, Jr., * Clarence Cash ** Richard Clewis Gail Deschner Crispin Dipple Gus A. Harvey Hugh Osborne Rose Perlove ** William Todhunter **	●	●		●	●		●
Chicago Department of Planning and Development	Lewis Hill * Albert Baugher ** Charles Livermore Sheri Naditch Edward Marciniak ** Austin Penny ** Anthony Wilson **	●	●	●	●	●		
Chicago Department of Police	James B. Conlisk * Richard A. Hefferman ** George D. Murphy	●			●			
Chicago Public Library	Alex Ladenson * Charlotte Shabino **	●			●			
Chicago Office of The Mayor, Model Cities Program	Erwin A. France * Sam Huffman ** Richard Pollard **	●	●	●	●	●	●	
Cook County Board of Commissioners	Christopher Cohen *	●	●					

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
Cook County Department of Public Aid	David Daniel * John W. Ballew ** Kenneth P. Geis Charles Hayes Herbert H. Herman ** Wellington Howard ** Leontine M. Lemon Anita McMiller Lucius Meine ** Ann Simmons Vivian Sosen Tobein Tegard William Waddy Geraldine Whitemore	●	●		●	●		
Cook County Juvenile Court	Walter P. Dahl * Walter T. Bradford ** Helen A. Prochazka	●			●			
Cook County Hospital	Helen Jaffe * Frank A. Salvino Frayn Utley **	●	●		●	●		
Council 34 American Federation of State, County and Municipal Employees	Andrew R. Favors * Lawrence Reingold **	●			●			
Voluntary Agencies								
American Indian Center	Robert W. Rietz * Albert Cobe ** Dennis Harper ** Leon Mike ** Niel Volkman ** William Whitehead ** John Olson ** (LA)	●	●					
Archdiocese of Chicago	Don Kent * Emmett Morris ** Tom Nolan ** Roland P. Phillips	●		●		●		
Chicago Hospital Council	Allen M. Hicks * R. D. Krause **	●						
Chicago Hospital Planning Council	Hiram Sibley * Murray Berg **	●	●	●	●	●	●	●

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
Chicago Medical School	Dr. A. Nichols Taylor * Dr. Israel Light **	●	●			●		●
Chicago Urban League	Hamilton Jenkins *	●			●			
Chicago Youth Centers	Walter R. McConner * Jeannette Hall ** Ernest Jenkins ** James Stewart ** Marie Swartz	●			●			
Community Fund of Chicago	Arthur H. Kruse * Alice E. Nightingale **	●			●	●		
Comprehensive Research and Development, Inc. (COMPRAND)	Edward Palmer *	●	●			●	●	
Council for Bio-Medical Careers	Lou House * Joan Krueger Yari Nyanin Phillip Roberts	●	●			●	●	
DePaul University	Father John Cortelyou * Dr. Nancy Klein	●	●		●	●		
Douglas Park Development Corporation	Dr. Charles Sweet *	●		●				
Broader Urban Involvement and Leadership Development (BUILD)	Bob Jimilo * Hank Bach ** Arthur Perrone	●	●				●	
Chicago Boys Clubs	Joseph N. Clemens * Fred C. Lickerman ** Leslie V. Warren **	●						
Chicago Council on Community Nursing	Mrs. Ruth B. Logsdon * Genevieve Carb (LA)	●	●		●			
Chicago Developmental Program for Comprehensive Health Planning, Inc.	James Phillips * Steven Berry ** Elizabeth Farnham ** Dr. M. Paul Gallagher ** John Messmer Thomas C. Mitchell ** Jane Sutter ** Dr. Randolph Tucker	●	●	●	●	●	●	●
Chicago Federation of Settlements and Neighborhood Centers	Clarence W. Boebel * Barbara Bacon ** Peggo Groff **	●	●		●			

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
Chicago Health Research Foundation	Dr. Jeremiah Stamler * Dr. David Greely **	●	●			●		
Firman House	William J. Neal * Donald Williams **	●						
Girl Scouts of Chicago	Helen M. Wilson * Geraldine Bremmer **	●						
Hull House Association	June Jans Patricia Sharpe	●			●			
Institute of Medicine of Chicago	Dr. Paul S. Rhoads * Dr. Peter Farago **	●				●		
Jewish Federation of Metropolitan Chicago	James P. Rice *	●						
Jewish Vocational Service	William Gellman * Herschel Feldman ** Simon B. Friedman ** Herman Murov **	●	●	●	●	●		
Jobs Now	Jesse Taylor * (LA)	●						
Kendall College	Wesley M. Westerberg * Richard L. Heiss **	●			●			
Kenwood-Oakland Community Organization	Rev. Curtis Burrell * Frank Brown **	●	●		●			
Kimbow Foundation	Kendall I. Lingel *	●		●				
Lawndale Peoples Planning and Action Conference	Twedfik Bey * Tom Smith **	●		●	●			
Loyola University	James F. Maguire * Rita Dukette ** Matthew H. Schonebaum	●			●			
Mid-Southside Health Planning Organization	Paul V. Lewis * Gwendolyn Robinson ** Phillip Rushing ** James Wagner **	●	●	●	●	●	●	●
Mile Square Community Health Center	Dr. Harry Elam * Aurelius Clayton ** Sarah Dettmer	●		●	●	●		●
Native American Indian Committee	Michael Chosa *	●	●					

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
Neighborhood Service Organization	Sidney W. Denham * Jan Budziszewski **	●						
Northwestern University	Dr. Harold M. Visotsky*	●	●					
Roosevelt University	Rolf A. Weil * Dr. George J. Dillavou ** Dr. Arthur Hillman ** Theresa King ** Frank McAllister ** Dr. George Watson	●	●	●	●	●		
Presbyterian St. Lukes Hospital Medical Center	Dr. James Campbell * Dr. Peter Farago ** Frank Holland ** Emanuel Leak ** Dr. Albert Pisani	●	●			●		●
Ravenswood Hospital	Henry J. Kutsch * Dr. Joseph Levin ** Elizabeth Siegel	●	●	●				
St. Augustine Indian Center	Father Powell * Matthew Pilcher **	●	●					
St. Leonard's House	Rev. Robert Taylor * Walter Bradford **	●						
The Woodlawn Organization	Leon Finney * Don Androzzo **	●	●	●		●		●
Tri-Faith Employment Project	John Robinson * (LA) Robert LeFlore ** Mrs. Pearl Soil **	●				●		
United Cerebral Palsy of Greater Chicago	Irving Korita * Arthur Olson	●						
United Charities of Chicago	Robert F. Nelson * Wilda J. Dailey Grady Murdock	●				●	●	
University of Chicago	Dr. Edward H. Levi * Dorothy Bennett Ruth Gerber ** Sally Griesdorf ** Mrs. Richard Miller Avis Y. Pointer Dr. Edward A. Schwartz ** Irving L. Spergel **	●	●			●	●	

AGENCY	STAFF CONTACTS	RELATIONSHIP						
		1	2	3	4	5	6	7
Unknown Pettis College	Bernard Pettis *	●		●				
Welfare Council of Metropolitan Chicago	John H. Ballard * Dorothy Holloman Theresa B. White ** Dr. Sidney E. Zimbalist	●	●	●	●	●		
West Side Health Planning Organization	Arthur Vasquez * Steven M. Berry **	●			●	●		●
Woodlawn Service Program	F. Clinton McKay * Jerry Bell ** Kathy West	●	●		●			
Y.M.C.A. Metropolitan Chicago	John O. Root * Jeannette Hall William G. Kuntz	●						
Y.M.C.A. Career Options Project	Robert Soong * Barry Warren **	●	●		●	●		
Y.M.C.A. Community College	Donald A. Canar * Marcelino Crudo Leon Dingle ** William F. Donohue ** Lloyd W. Madden, Jr. Richard E. Sweitzer **	●	●		●	●		●
Y.W.C.A. of Metropolitan Chicago	Doris V. Wilson * Judith Jager	●						
STATE-WIDE OR OUTSIDE OF CHICAGO METROPOLITAN AREA **Public Agencies**								
Governor's Office of Manpower	James Cook * Ronald F. Mouw **	●	●	●	●			
Governor's Office of Human Resources	Paul Wisner * A. Donald Bourgeois * (LA) Chuck Cooper ** (LA) Kenneth O'Hare ** Ronald F. Mouw ** (LA) Cassius Trotter Ronald White	●	●			●		
Illinois Board of Higher Education	George Clements * Dr. Edward Flentje	●			●			

AGENCY	STAFF CONTACTS	RELATIONSHIP						
		1	2	3	4	5	6	7
College of Du Page	Rodney Berg * Ray Olson ** Richard D. Petrizzo Mario Reda	●		●	●			
College of Lake County	Richard G. Erzen * Robert Mason	●						
Governor State College	Clay Johnson * Theodore F. Andrews	●						
Harper College	Dr. Jack Fuller *	●			●			
Illinois Institute of Technology	John T. Rettaliata * Dr. Nathan Goldman	●			●			
Moraine Valley Community College	Robert E. Turner * Thomas Richardson	●			●			
Northeastern Illinois State College	Jerome M. Sachs * Rose Brandzel **	●						
Chicago North Side Campus	Dr. Randolph Hudson * Dr. Rafi Kahn Dr. Bevod McCall							
Center for Inner City Studies	Sonja Stone * Martha Bass ** William Smith ** Elizabeth Wood **	●	●		●	●		
Prairie State College	Richard W. Hostrop * Thora Bautz Diane Dillon Ray Lindstrand N.A. Petersanti Robert Taylor	●			●			
Thornton Junior College	Lee E. Dulgar * Dr. Harvey Cho Eugene Lyons Clifton Satterthwaite	●		●	●			
Triton Community College	Herbert Zeitlin * Frances McCann **	●			●			
University of Illinois Circle Campus	Norman A. Parker * Dr. Claire M. Anderson ** Robert Hall	●		●	●	●		

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
	Dr. George Magnar							
	Harry Upshaw							
College of Medicine	Joseph S. Begando *	●						
	Dr. Abraham Gelperin **							
Urbana Campus	Jack W. Peltason *	●						
	Dr. Walter Franke							
Illinois Civil Service Commission	Frank J. Penna *	●	●					
Illinois Commission on Human Relations	Roger W. Nathan * (LA)	●						
Illinois Department of Children and Family Service	Edward T. Weaver *	●	●		●	●	●	●
	Richard Bond **							
	Sidney W. Denham ** (LA)							
	Ralph Hanebutt							
	Thomas Nickell **							
	George V. Neagu							
	Irene Nordine							
	Steven Schmidt							
	Merle Springer							
Illinois Department of Corrections								
Office of the Director	Peter B. Bensinger *	●	●		●	●	●	●
	Joseph McFadden **							
	Charles Vrable							
Adult Division	A.M. Monahan *							
	Robert Bright							
	Robert Buehler							
	Hollis McKnight							
	Frank J. Pate							
	John Petrilli **							
	John Twomey							
Juvenile Division	Joseph S. Coughlin *	●	●	●		●	●	●
	Lewis E. Barnes **							
	J. Robert Weber **							
	Walter Grenier **							
Illinois Department of Mental Health	Dr. Albert Glass *	●	●	●	●	●	●	●
	Wallace V. Ault **							
	John Briggs **							
	Charlotte Chacon **							
	Dr. Richard C. Evenson**							
	Martin Gutenkauf **							
	Betty Hayes **							
	Dr. Don L. Kimball **							
	Kenneth Kulberg **							
	Elizabeth R. Lettle **							

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
	Dr. Peter V. Levison							
	Tom McCarthy							
	Harold C. Pipenbrink							
	Yoji Ozaki **							
	C.M. Rappaport (LA)							
	Dr. Paul A. Rittmanic							
	Jack Saporta **							
	Dr. R.C. Scheerenberger							
	Dr. Pat Staunton **							
	Jay Tooley (LA)							
Illinois Department of Personnel	Alan Drazek *	●	●	●	●	●	●	●
	Joseph E. Baldin **							
	Carole Ann Crowe **							
	P. Wayne Dowling **							
	Charles Francis **(LA)							
	Richard Fonte **							
	Dorothy Freedman **							
	Michael Ippolito **							
	Michael Murphy **							
	Walter Peura **							
	John Schlembach **							
	James L. Ware **							
Illinois Department of Public Aid	Harold O. Swank *	●	●		●	●		
	Jean Francis **							
	Ann Lester							
Illinois Department of Public Health	Frank Yoder *	●						
Illinois Department of Registration and Education	William H. Robinson *	●	●			●		
	Annie Lawrence **							
	Marian Lennon **							
Illinois Office of Public Instruction	Ray Page *	●	●			●		
Office of the Superintendent of Public Instruction	Jerome M. Bradley **							
Division of Vocational Rehabilitation	Alfred Slicer *	●			●			
	Marlene A. Nelson **							
Division of Vocational and Technical Education	Sherwood Dees *	●	●	●	●	●	●	●
	Robert Hale							
	Louise Daley **							
	Robert Grey **							
	Martha Hanner (LA)							

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
	Rita Kalfas **							
	Norma McCoy **							
	Bernard Quigley **							
	Jack O. Williams							
STATE-WIDE OR OUTSIDE OF CHICAGO METROPOLITAN AREA								
Voluntary Agencies								
Black Hawk College	Alban E. Reid *	●						
Health Careers Council of Illinois	Don C. Frey *	●	●		●	●		●
	Sally C. Pierson **							
Illinois Child Care Association	Merle Whitaker *	●	●	●	●	●	●	●
	Alton Broten **							
	Dorthea Hosch **							
Lutheran Child Welfare Association	Ruben E. Spannaus *	●						
Lutheran Welfare Service of Illinois	Alfred F. Anster *	●						
	Rev. Quentin A. Goodrich **							
NATIONWIDE OR OUTSIDE OF ILLINOIS								
Public Agencies								
Inter-Agency Board of Examiners	E.C. Jirack	●						
U.S. Bureau of Indian Affairs	David Richard	●						
U.S. Department of Health Education and Welfare	Dr. Howard L. Siple	●		●	●			
	Charles Cohen **							
	Stanley E. Morris **							
U.S. Department of Housing and Urban Development	Lonas O. Shelton *	●						
	Theodore Robinson							
U.S. Department of Interior	Morton S. Ettlestein	●						
U.S. Department of Labor								
National	Robert Green *	●	●	●		●		●
	Malcolm Lovell *							
	Seymour Brandwein *							
	Norman McGough *							
Regional	Emanuel Kohn *	●	●					
	Lewis Nicolini *							

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
U.S. Office of Economic Opportunity	Tom Haskett	●	●			●		
	James King **							
U.S. Office of Education								
National	Bernard Yabroff *	●	●					
	Mark Matland **							
Regional	Dr. Charles Martin *							
	William L. Lewis **	●			●			
	Burt Mettelka **							
	Charles Ross **							
Voluntary Agencies								
Albert J. Einstein College of Medicine	Dr. Harris Peck (LA)	●						
American Association of Junior Colleges	Andrew S. Korim **	●	●			●		
	Kenneth G. Skaggs							
American Hospital Association	Elaine Katz**	●		●	●			
American Public Welfare Association	Jack Hiland ** (LA)	●	●					
American Rehabilitation Foundation	M. Barbara Killen	●						
Brandeis University	Dr. William F. Eicker	●						
California Department of Mental Hygiene	S. J. Nielson	●						
California State College	Joe Erbacher	●						
California State Personnel Board	John F. Fisher	●						
College of Health Related Professsions, Gainesville, Florida	Mary H. McCaulley	●						
Columbia University	Dr. Russel A. Nixon	●						
Council of Social Work Education	Leah Parker	●	●					
Education and Research Institute of Urban Life	John M. Ducey	●						
Fort Logan Mental Health Center Colorado	L.D. Kleinsasser	●						
Georgia Department of Public Health	Trawick Stubbs	●						
John Howard Association	Joseph R. Rowan	●	●	●		●		
John Hopkins University	Leta Baron	●						

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
Kentucky Mental Health Manpower Commission	Earl Staton*	●	●	●				
Los Angeles County Probation Department	David P. McPherson	●	●					
Lincoln Hospital, New York City, N.Y.	Dr. Elmer Struening	●	●					
Monroe Community College Rochester, New York	R.S. Merrill	●						
National Association of Intergroup Relations Officials	Frederick B. Routh	●						
National Association of Social Workers	Margaret E. Adams	●						
National Civil Service League	Jean J. Couturier	●						
National Federation of Settlements and Neighborhood Centers	Dr. Arthur Hillman * Richard J. Bargans ** Mrs. Leon Keyserling **	●	●					
National Personnel Officers Association	Leland Erbacher	●						
National Rehabilitation Association	Richard Bagster	●						
New Careers Development Center	Alan Gartner	●	●					
New York State Department of Mental Health	Anne Lee Cunnynghame	●						
New York University (Institute of Public Administration)	Dr. Sumner Rosen **	●	●			●		
North Carolina State Deparment of Mental Health	James L. Moncrief	●						
Northlands Regional Medical Program	Robert Wilkins	●						
Public Administration Service	Joseph J. Molkup	●	●					
Public Personnel Association	Keith Ocheltree	●	●					
Purdue University	Dr. John True *	●	●					
Social Development Corporation	Ralph Showalter * Martin Karp ** James McClure Jerry Mazzola	●	●	◕		●		
South Colorado State College	Catherine LaSalle	●						

AGENCY	STAFF CONTACTS	RELATIONSHIP 1	2	3	4	5	6	7
Southern Regional Education Board	Dr. Harold McPheeters * James King **	●	●	●				
The W.E. Upjohn Institute for Employment Research	Dr. Benjamin Stepansky* Dr. Sidney A. Fine ** Charles Drew ** Michael Ballen** Wretha W. Wiley **	●	●		●	●		●
University of Alabama	Dr. Gerard Bensberg *	●						
University of George	Dr. Robert Teare	●	●					
University of Minnesota	Ester Wattenberg *	●						
University of Pittsburgh	Dr. Guinevere S. Chambers	●	●	●				
University Research Corp.	Dr. Jacob R. Fishman * Edward Cohen ** (LA) Arnold Nemore ** Dr. Shelly Steinberg ** Pat Stivers **	●	●		●	●		
Urban Community Development Corporation	Robert Winbush	●						
Western Interstate Commission for Higher Education	Dan Payne *	●						

Cover Photograph by Declan Haun

Graphics Design by Russ Coventry

Other publications available from the Center:

Manpower for Human Services
The bi-monthly newsletter of the Center

Indigenous Manpower For Social Planning
Report of a Conference, April 30—May 1 1970

New Manpower In Human Services Careers
Report of the Planning Conference held prior to the establishment of the Center, April 1969.

Human Services Manpower Career Center
201 North Wells Street
Chicago, Illinois 60604
Telephone: 726-3256

HUMAN
SERVICES
MANPOWER
CAREER
CENTER
illinois bureau of employment security
201 North Wells Street, Chicago, Illinois 60604, Telephone: 726-3258